

FORT MONROE COMMAND PLAN



FY2000 - FY2007

TABLE OF CONTENTS



Key Business Drivers.....	1
Key Stakeholders.....	1
Fort Monroe Mission.....	2
Fort Monroe Vision.....	2
Fort Monroe Values.....	2
Fort Monroe Goals & Objectives.....	3...
• Goal 1: Foster a positive command climate, promoting human relations in a safe environment.....	
• Goal 2: Manage resources to provide an effective infrastructure to the Fort Monroe Community.....	5
• Goal 3: Provide superior customer service.....	8
• Goal 4: Improve Quality of Life at Fort Monroe.....	10
• Goal 5: Preserve Fort Monroe's historical resources.....	13

DRIVERS and STAKEHOLDERS

Fort Monroe Key Business Drivers

- **Installation Management**
- **Community Support**
- **Environmental/Historical Preservation**

Fort Monroe Key Stakeholders

- **HQ TRADOC and other tenants**
- **Military and Civilian Employees**
- **DA**
- **DOD**

MISSION, VISION, VALUES

FORT MONROE MISSION

Support HQ TRADOC & Tenants

Ensure Fort Monroe's Historical Preservation

Provide Installation Management

Promote Community Relations

FORT MONROE VISION

**A historic installation that excels in providing
a quality environment for today's people
preparing for tomorrow's challenges.**

FORT MONROE VALUES

- | | |
|-------------------|--------------------|
| • Loyalty | • Honor |
| • Duty | • Integrity |
| • Respect | • Personal |
| • Selfless | Courage |
| Service | |

GOALS AND OBJECTIVES

Goal 1: Foster a positive command climate, promoting human relations in a safe environment.

Objective 1a: Ensure reception/integration at directorate level for all new personnel.

Proponent: Directors

Task 1a.1: First-line supervisor conducts initial interview within 5 working days of arrival.

Proponent: Supervisors

Task 1a.2: Director conducts interview within 30 days of arrival.

Proponent: Directors

Objective 1b: Revitalize Labor/Management Partnership Council.

Proponent: Commander/Union President

Task 1b.1: Review, revise and re-sign existing charter by 15 Apr following a change in post commander or union president.

Proponent: Commander/Union President

Task 1b.2: Review, revise and re-sign charter (when needed) by 1 Oct in other years.

Proponent: Commander/Union President

Task 1b.3: Convene first council meeting under

GOALS AND OBJECTIVES

Objective 1c: Continue Post Organizational Climate Survey.

Task 1c.1 Conduct survey annually.

Proponent: DRM

Task 1c.2: Provide feedback.

Proponent: DRM

- Briefing & Hard copies to Post Commander/directors by 1 Oct annually.

Proponent: DRM

- Submit article to “Casemate” by 1 Nov annually.

Proponent: DRM

- Publish results on Fort Monroe Homepage by 1 Nov annually.

Proponent: DRM

Task 1c.3: Identify opportunities for Improvement.

Proponent: Commander/ESC

- Establish Process Action Teams when needed.

Proponent: Commander/ESC

- Conduct special surveys.

Proponent: PATs⁴

GOALS AND OBJECTIVES

Task 1d.1: Conduct one-on-one (director/employee) dep counseling.

Proponent: Directors

Task 1d.2: Provide feedback as necessary.

Proponent: Employees

Objective 1e: Each employee will attend one professional development training opportunity annually.

Proponent: Directors/Supervisors

Task 1e.1: Identify, schedule and document appropriate professional development training annually.

Proponent: Directors/Supervisors/Employees

Goal 2: Manage resources to provide an effective infrastructure to the Fort Monroe Community.

Proponent: DRM

Objective 2a: Align annual manpower and funding support installation operations and maintenance in accordance with TRADOC Business practices.

Proponent: DRM

Task 2a.1: Redefine and implement work force structure and funding to accomplish mission within context of combat activities and other manpower reductions.

**Proponents: DPW/DOL - Sep 00
DOIM/MM/AG - Sep 01
DRM - Oversight**

GOALS AND OBJECTIVES

Task 2a. 2: Project annual levels of service to be provided and identify unresourced requirements by 31 Jul 00.

Proponent: DRM

Objective 2b: Implement a 6-year outlook strategy (POM) for equipment and facilities to improve Fort Monroe infrastructure.

Proponent: DOIM/DPW_

Task 2b.1: Reevaluate and update Installation Master Plan by end of FY02.

Proponent: DPW

Task 2b.2: Update equipment replacement program based upon life-cycle plans by end of Jul 00.

Proponent: DOIM/DPW/DRM

Task 2b.3: Develop long-range strategic plan for enhanced MWR services and facilities by end of Sep 01.

Proponent: DCFA & DPW

Task 2b.4: Annually submit POM to TRADOC by DEC.

Proponent: DRM

Objective: 2c: Execute a building

GOALS & OBJECTIVES

Task 2c.2: Accomplish objectives of DPW Annual Work Plan.

Proponent: DPW

- Provide updates quarterly

Task 2c.3: Seek approval for MCA Projects.

Proponent: DPW

- Barracks by end of 2007 PGM
- Emergency Services Building by end of 2007 PGM

Task 2c.4: Complete renovation of Physical Fitness Center by end of CY01.

Proponent: DPW

Objective 2D: On a quarterly basis, modernize IMA infrastructure to meet HQ TRADOC and Fort Monroe standards while continuing to satisfy customer requirements.

Proponent: DOIM

Task 2d.1: Quarterly convene IMSC to:

Proponent: DOIM

- Establish HQ TRADOC and Fort Monroe

standards based on
TRADOC guidance and preferred

GOALS & OBJECTIVES

Task 2d.2: IMSC participants acquire funding quarterly to implement new requirements._

Proponent: DOIM (prepare and submit UFR)_

Goal 3: Provide superior customer service.

Superior: exceeding customer expectations by providing the best services within available resources.

Objective 3a: Implement Post-wide customer service desk by end of Dec 00.

Proponent: DOIM

Task 3a.1: Identify and prioritize directorates by end of Mar 00.

Proponent: DOIM

- ID customer base for services/problems

Task 3a.2: Identify personnel who will update status by end of Apr 00.

Proponent: Directors

Task 3a.3: Train users (personnel & customers) by end of Nov 00.

Proponent: DOIM

Objective 3b: Increase completion rate of customer comment cards by 10% by end of 4th QTR FY00.

Proponent: DRM

GOALS & OBJECTIVES

Task 3b.1: Provide a link from MAIN to the on-line Fort Monroe comment card by 1 Jun 00.

Proponent: DOIM

Task 3b.2: Increase comment card awareness (i.e., educate, advertise) by end of Mar 00.

Proponent: DRM

Task 3b.3: Incorporate provider messaging for automated feedback of customer comment card by end of Mar 00.

Proponent: DOIM

Objective 3c: Each employee attends customer service training annually.

Proponent: Directors/Supervisors/Employees

Task 3c.1: Identify, schedule and document appropriate customer service training annually.

Proponent: Directors/Supervisors

Objective 3d: Include customer service scores in Quarterly R&As.

Proponent: DRM

Task 3d.1: Collect & report data for all customer service scores quarterly.

Proponent: DRM

Objective 3e: Recognize superior customer service by

GOALS & OBJECTIVES

Task 3e.1: Identify awardees in accordance with est criteria.

Proponent: Supervisors

Task 3e.2: Ensure equitable and proportionate reco

Proponent: Supervisors

Goal 4: Improve Quality of Life at Fort Monroe

Objective 4a: Improve single soldier living conditions at Fort Monroe by end of FY02.

Proponent: DOIM/DPW

Task 4a.1: Establish reliable internet connection for

Proponent: DOIM

- Survey phone cable in barracks and upgrade as by end of 2nd Qtr FY00.
- Determine feasibility of internet cable capability barracks room & day room by end of 2nd Qtr FY00.
- Provide a computer with internet access for barracks dayroom by end 4th QTR FY00.

Task 4a.2: Remodel the barracks three kitchenettes (stove/oven Microwave, etc.) by end of 2nd QTR FY01. Cost and design estimate by 15 Apr 00.

Proponent: DPW

GOALS & OBJECTIVES

Task 4a.3: Repair leaks in barracks by end of 4th QTR
Cost and design estimate by 15 Apr 00.

Proponent: DPW

Task 4a.4: Build new barracks by 4th QTR FY06.

Proponent: DPW

Objective 4b: Improve family living conditions on
Monroe by end of FY02.

Proponent: DPW

Task 4b.1: Purchase and install playground equipment
for families by end of FY00.

Proponent: DPW

Task 4b.2: Complete Phase III of Housing Renovation
by end of FY00.

Proponent: DPW

Task 4b.3: Provide continual flood control support for
quarters within resources.

Proponent: DPW

Task 4b.4: Look at existing buildings for use/conversion
Teen Center by 15 Apr 00.

Proponent: DPW

Objective 4c: Improve food service operations by end of FY02.

Proponent: DOL/DCFA

GOALS & OBJECTIVES

Task 4c.1: Renovate Fort Monroe Club by end of 3rd QTR FY00.

Proponent: DPW/DCFA

Task 4c.2: Maintain high quality of Dining Facility.

Proponent: DOL

Task 4c.3: Expand menu and operating hours of Marina Restaurant by 15 Apr 00.

Proponent: DCFA

Objective 4d: Establish the YMCA Building as a state-of-the-art fitness center by end of FY02.

Proponent: DPW/DPCA

Task 4d.1: Rehabilitate and renovate YMCA.

Task 4d.2: Procure equipment and personnel to operate facility.

Objective 4e: Meet ADA Requirements for access to public buildings by end of 4th QTR FY02.

Proponent: DPW

Task 4e.1: Continue to assess facilities to identify future improvements for ADA access.

Proponent: DPW

GOALS & OBJECTIVES

Goal 5: Preserve Fort Monroe's historical resources.

Objective 5a: Establish the Casemate Museum as the model for army museums.

Proponent: Casemate Museum

Task 5a.1: Meet DA Standards for Museums.

Proponent: Casemate Museum

- Pass DA certification by end of FY02.
- Pass AAM Accreditation by end of FY03.

Task 5a.2: Complete publication program by end of FY04.

Proponent: Casemate Museum

Task 5a.3: Integrate military history into soldier training.

Proponent: HHC

- Initiate Staff Rides by 1 Jun 00
- Establish Military History Classes in annual training plan

Task 5a.4: Complete website by end of FY00.

Proponent: Casemate Museum/DOIM

Task 5a.5: Renovate museum exhibits by end of 2004.

Proponent: Casemate Museum

GOALS & OBJECTIVES

Objective 5b: Continuously preserve historic fabric of Fort Monroe.

Proponent: Casemate Museum/DPW

Task 5b.1: Comply with SHPO & ACHP policies in all actions.

Proponent: DPW

Task 5b.2: Complete archaeological survey as needed based on construction requirements.

Proponent: DPW

Task 5b.3: Install signage depicting original functions of facilities By end of 2002.

Proponent: DPW/Casemate Museum

Task 5b.4: Work with National Park Service for upkeep of Historic Fort.

Proponent: Casemate Museum

Objective 5c: Continuously preserve natural ecology.

Proponent: DPW

Task 5c.1 Stay in compliance with Federal and State

Regulations and Laws on a continual basis.

Proponent: DPW

- Air Quality
- Water Quality
- FDA